



**City Of San Diego  
COUNCILMEMBER JIM MADAFFER  
DISTRICT SEVEN**

**MEMORANDUM**

**M-06-05-02**      Please refer to this number when responding to this memo

**DATE:**              May 5, 2006

**TO:**                Council President Peters and Members of the City Council  
Independent Budget Analyst Andrea Tevlin

**FROM:**            Councilmember Jim Madaffer *Jim Madaffer*  
Council President Pro-Tem Anthony Young *Anthony Young*

**SUBJECT:**        BUDGETARY SOLUTIONS FOR THE POLICE DEPARTMENT

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Every day we hear about the flight of police officers to other jurisdictions. This year alone we have lost 51 police officers to other jurisdictions. Yesterday, the Chief of Police reported to City Council that it costs an estimated \$560,000 to replace a five-year veteran and he further stated that after being hired, it usually takes about 18 months before a new officer is actually on the street. The cost to the City for losing these 51 police officers does not appear on any balance sheet yet, based on what it costs to replace a 5 year veteran, the expense to City taxpayers for replacing these 51 officers is a staggering \$29 million!

With the losses of sworn San Diego Police Officers at an increasing number every year, the fiscal constraints the City is facing and the recruitment and retention problems we are experiencing with our Police Department, we propose the following 3-point plan to immediately address these serious problems. This plan should be part of the City Council's budget response to the Mayor. This plan is all the more important given the fact the City Council recently declared an impasse with our Police officers in the meet and confer process. The proposals we outline below are simple and cost effective. These ideas are not new – and we have heard them before – it is simply high time we do the right thing and make a small investment to add more police to our streets and do what we can to retain the officers we already have.

1. Institute a plan we have been advocating for many years now and immediately place 30 sworn police officers who are currently doing civilian jobs into active patrol/investigation duty. This can be accomplished by hiring 30 civilians to do

the work these 30 sworn officers are now performing. The City Council was told yesterday the annual cost is about \$2 million for these 30 positions. Given our recruitment difficulties, this is by far the simplest and most cost effective way to place 30 already trained officers back into active duty protecting the people of San Diego.

2. Create a Police Officer Retention program. Given the highly competitive nature of other agencies actively recruiting our officers, it seems very reasonable to allocate at least \$2 million toward an officer retention program. We would propose an incentive-based retention program to apply to hourly officers (FLSA; rank of Sergeant and below) and be geared to reward those who stay with the San Diego Police Department.
3. Allow officers to work in off-duty capacities to supplement their income. Off-duty employment is commonplace in many other jurisdictions and as we heard Chief Lansdowne testify at the budget committee yesterday, it is because of the high number of off-duty officers working in San Jose at any one time is why that City is able to have a low 1.4 officers per 1000 ratio. The time has come to formally create an off-duty officer policy for the San Diego Police Department.

These three proposals will put more police officers on the streets, help retain the officers we have already trained and to help our police officers supplement their incomes, especially in light of no salary increases and the higher cost of living in San Diego.

As part of the budget process, we urge the City Council to insist on these proposals as a minimum for our police department. Some of the revenue sources to help finance this plan can be found by first reevaluating the projected tax revenues for property and sales tax and vehicle license fees for the upcoming year. Additional funding can be found by instituting a Tourism Improvement District, freeing up TOT revenues currently dedicated for tourism marketing.

Thank you.

cc: Mayor Jerry Sanders  
CFO Jay Goldstone  
City Auditor John Torrell